

Cary Moon

How do we build the strongest possible team?

For the inner circle at the Mayor's office, hire highly effective leaders who model teamwork, transparency, innovation, and holistic thinking. Complement your own strengths with three deputies; a strong Chief Operating Officer, who can frame out an organizational structure, a roadmap to the bigger vision, and run a top-notch organization; a communications expert who will establish a culture of collaboration and transparency with everyone you do business with; a governance guru who knows exactly how to use all the levers available to the Mayor.

For department leadership, visit City staff in every department to listen and learn. Keep department leaders who model innovation, leadership, results, and teamwork. For new staff, look for strong problem solvers, professional managers, people with real records of success; beware of ideologues.

In general, surround yourself with highly competent managers. Develop with them a passion for future Seattle, a culture of collaboration, and commitment to our position as a leadership city. Give them clear goals, enough freedom, and clear decision-making processes, and then support their success. Share credit broadly.

How do we build public trust?

Keep people informed. Communicate your vision, key objectives, outcomes that demonstrate where you are leading Seattle (see below.) Explain why. Hold yourself accountable, and report back on progress.

Really -- Keep people informed. Establish and launch a two-way communications plan in four arenas: with the public including your grassroots base; with the network of advocacy groups and ambassadors; within your organization; and with other governments you work with. Keep listening.

Act coherently and boldly. When a decision is reached, explain the rationale intelligently and thoroughly. When unexpected outcomes occur, accept, recognize, and learn. Avoid cover-ups.

Use high-integrity decision-making processes. With tough issues, engage diverse experts and listen. Treat citizenry as intelligent and sensible by leading good decision processes, inviting participation, and following through.

Be especially mindful in these first six months. Actions speak louder than words. Reach out beyond your base, LISTEN, show you'll represent Seattle's best interests, not your friends'. Quickly announce respected staff retentions. Do town-halls, and show up somewhere (community, issue-oriented, or vision-generating event) once every week. Quickly establish cooperation with council and bridges to other branches of government you will work with.

What is our greatest challenge?

Become a budget expert; the tradeoffs and possibilities are all made visible here.

Establish an organizing vision and plan. With your core team and outside experts, establish a compelling and comprehensive vision for where Seattle is headed. Include initiatives that are working; jettison those that aren't. Keep it simple: define seven core strategies/ objectives, up to 35 actions, each with outcomes and metrics.

These are possible strategies/objectives to include:

- Foster Seattle's economic recovery, and position us for success in next economy.
- Understand and correct growing inequities in public safety, economic justice, and social justice.
- Improve total affordability for more households. Overhaul multifamily codes and improve incentives; improve jobs/ housing balance; use 'total affordability' metrics everywhere.
- Refocus transportation around mobility for people and freight. Boost viability of transit, biking, walking, and ride-sharing. Secure funding for transit service; do street makeovers; better maps; price parking.
- Identify broad plan to reduce emissions, including energy policy/ financing/ pricing; zero waste; green building standards and incentives; complete streets; reduced car reliance; tree-canopy; stormwater; local agriculture.
- Tear down the viaduct, launch a people-centric vision for the waterfront, create Plan B if the tunnel fails.
- Initiative a collaborative effort with the school board, business, and community leaders to improve the performance of schools. Support improving leadership of underperforming schools.

Chuck Wolfe**How do we build the strongest possible team?**

Include in the administration individuals with a wide range of backgrounds and work experiences, both from outside government and with significant local government experience, with reputations for honesty, straightforwardness and the capacity to ask insightful questions and to provide critical thinking. Hire people who have demonstrated experience working with a wide variety of community stakeholders, such as business, labor and NGO's, including environmental and neighborhood groups. Ensure that senior administration officials have distinct roles and responsibilities so that community leaders and organizations can effectively communicate with the administration.

How do we build public trust?

Continue Town Hall formats with new department heads and key policy advisers in many locations city-wide. Maintain and listen to citizen advisory groups. Be clear about commitments, and follow-through. Collaborate with City Council, not compete or bully. Maintain Mayoral prerogatives established by City Charter. Create a list of priorities, short- and long-term, and create a website and associated blogs where progress is transparent and can be measured. Deliver voter-approved projects (e.g. Seattle Housing Levy, Parks Levy, Bridging the Gap, First Hill Streetcar) effectively and on budget, while keeping expenditures on track. Balance major new initiatives and programs against effective delivery of the programs already on the city's plate, with focus on avoidance of cost overruns.

What is our greatest challenge?

Maintenance of basic services such as public safety and human services in the face of continuing and significant budget shortfalls (based on a declining development climate, the city is likely to experience a long term shortfall in sales tax revenue).

- Work with King County and the state to secure new funding for Metro and put Seattle in a better position to receive a larger share of new transit service from the county.

- Work with King County, the state, PSRC, other cities, NGO's and the business community to link economic development with investments in sustainable transportation, which also reflect major environmental concerns such as the health of Puget Sound.
- Focus on achievable pedestrian and bicycle plans.

Establishment of a rational, coherent land use policy that accommodates growth and creates predictability and real incentives for neighborhoods that take their fair share of growth.

- Clearly explain the benefits of a healthy downtown to neighborhoods. 1.7 million more people will live in the Central Puget sound region by 2040; many of those newcomers should be living and working in Seattle.
- Improve city permit processes, break down the myriad staff fiefdoms, and create a true planning department.

K. Wyking Garrett

How do we build the strongest possible team?

Balance ideas (visionaries) and programmers/pavement-ponders (bureaucrats/managers), include marginalized voices, no token representatives, experience, eliminate redundant city management, hire representative management, create team with different opinions and styles, include people who may not agree with you, include diversity in socio-economic status, race, geography, etc., seek people other than the "usual suspects", have people that know the community. Pick the next generation of public servants and sow the seeds of leadership tomorrow. Have accessible individuals – "points of contact" – within his administration for communities of color and minority business organizations. Do those things while addressing everything about the economy and you'll find success!

How do we build public trust?

- Do what you say you're going to do. Stay on ground level engaged with grassroots. Make good on campaign promises. Maintain real transparency; see the new White House website for examples.
- Spend time moving around within EVERY Department and community/neighborhood.
- Strengthen accountability by universalizing the hiring, disciplinary, and policy procedures. This can be done by returning the Investigation and Firing decisions back to Executive Administration to monitor employees who are protected by seniority and race.
- Fund an undercover civilian cop-watch that reports to the Mayor directly and operates separately from the OPA, but shares information willingly with OPA upon request.

What is our greatest challenge?

- The economy, lack of jobs seems to be the most urgent. Also public safety/youth violence, transportation and education.

- Meet with youth who have been left out and are engaged in or most vulnerable to involvement in self-destructive lifestyles, violence, crime, etc.
- Make a call to residents and businesses to step up and engage more to improve things.
- Audit the next year budget with tough guideline for submission. Efficiency needs to be measured. Investigate and eliminate corruption. External Citizen (secret panels) should be available to audit city branches without notice.
- Establish a relationship with the city council, start working on the city budget and meet the city employees.
- Make recommendations for amending this year's budget to begin making change immediately such as redirecting youth violence prevention funding.
- Committing to elimination of racial disparities. -No matter where you look - homelessness; health statistics; income; employment; education; incarceration and on and on you will find striking racial disparities that we have come to accept as normal. The people most impacted must be a part of the solution and must begin to feel results.
- Storm preparation and calming people's fears about Seattle City Lights plans to raise energy rates, as well as addressing the uptake in violence that eventually led to the murder of a police officer.
- Establish boilerplate language for city contracting that includes provisions for hiring from disadvantaged communities.

Mariel Young

How do we build the strongest possible team?

Hire staff with diverse connections throughout the city. Engage community groups and individuals, and stay engaged. Use traditional (forums, mainstream media) and nontraditional (Twitter, Facebook, YouTube, etc) communications. Recruit a diverse group to avoid group think/echo chamber, and to show that McGinn can work effectively with a wide range of people and to avoid the "insider's administration" label.

Hire communications experts explaining new proposals or policy. Use GIS-based maps to represent different proposals. Look at Metro's Rapid Ride "ballot" for proposed options / routes as good example of communication with public.

How do we build public trust?

Stand with the city council to explicitly reject responsibility for any cost overruns and to show that McGinn can work well with other officials, and that he is sticking to his campaign promises. Kill the McGinn-will-just-fight-and-obstruct and the McGinn-flip-flops stories before they are written. Looking and acting mayoral by being a confident and pragmatic team leader will build public trust in the administration.

Jobs, transit, schools! Measurable and palpable improvements in these three areas will show this administration is capable and effective.

Provide information to and open communication with the City Council. Show that the Mayor's office can work effectively with all council members.

Early light rail proposal and other policy proposals for each of the Mayor's top priorities. Hold meetings with organization leaders to discuss a topic or issue. Example: Bike Master Plan input meeting with environmental leaders, Bike Advocates, Business Leaders, transportation engineers, etc. all at the same table. Immediately begin "green jobs" training programs.

Work on Low Impact Development (LID) construction. Then implement LID requirements on priority streets. Create a task force to implement Puget Sound Partnership's Action Agenda in Seattle. Focus on actions that create jobs first; regulations/policies second.

What is our greatest challenge?

Homelessness should be one of the mayor's top five priorities. We cannot aspire to being a "great city" without giving homelessness more energy and focus. No community with as much wealth - in resources, brain-power, energy, and political will - as Seattle can keep pushing this to the side without risking hypocrisy.

Get solid, enforceable assurances from the state that the viaduct will come down ASAP. Develop a plan for the waterfront - transit, surface streets, etc. These plans should be sold to the public as independent from the Tunnel. Regardless of whether or not the thing gets built (and that is up to the state now), we need to get the viaduct down, and the waterfront redone, ASAP. This is a safety issue. And a livability issue. Seattle voters recognize the confusing mess the viaduct replacement is, and want a clear, pragmatic vision for what we should do.

Dave Schmitz and Sharon Maeda

How do we build the strongest possible team?

Activists - from many different sectors - elected Mike McGinn and they need to be involved in various ways throughout the Administration.

Involvement needs to be RELATIONAL: work together, have different access at different times, but more than a rudimentary "open door" policy. Mike's team needs to reflect the full diversity of Seattle. Don't just come to us when you need help; come listen and hear our issues and our needs too. Keep a dialogue in good times and bad.

Funding needs to reflect Mike's values and addressed in holistic way; if funding continues with the same groups getting the funding to do the same things, those who are marginalized will remain so. This is an opportunity to make real change, even in hard economic times.

How do we build public trust?

Transparency. Create a STRUCTURE that will allow us to participate on an ongoing basis. Faith communities are already doing a lot of community work, but electeds only come to us when they need us.

Get beyond the gatekeepers; we haven't been invited to the mayor's office in 8 years! This process is very exciting and hopeful.

Issues come and go, but Mike can FRAME the issues with a different lens, looking toward needs of the most vulnerable, not what's politically expedient.

Concrete actions speak volumes. Even at a time when there's no money, policies can change and tell us why you making these changes and how they fit your values.

Be out in the public! Make sure that people know what you're doing.

Confer with a lot of folks; don't rely on the token, media-designated "leaders" in each community.

What is our greatest challenge?

Selecting a police chief who embraces community policing and building relationships with the people. Empower the Citizens Review Board.

Address the issues facing the people: poverty, youth, liveable wage jobs, housing, homelessness and especially how those issues impact immigrant communities.

New prioritizing of future budgets. HUMAN needs are most important. The current City budget has only 6% for human services.

Justin Simmons

How do we build the strongest possible team?

- Start off with connected people who realize that their job is to help make their connections the new administration's connections. Have them be at least half old school folks who've been around long enough to have friendships as well as work relationships. You need the mix of new blood and elders. Be particularly aware of new leaders in emerging neighborhoods for some of these roles (as opposed to some of the elders in these communities that come to their work with a sense of entitlement).
- A team that is broadly representative of the community-at-large. In addition to the mainstream interests that are usually represented in an executive team, these must include neighborhood groups, small business, immigrant groups (one of the fastest growing portions of our population), low-income advocates, communities of color, grassroots organizations, and non-profits.
- Make sure each member has a real grassroots constituency and that they bring you ideas and feed back from that community, a continuous link to the mayor's office from the people

How do we build public trust?

- Physical presence and visibility in various communities - should take place in community settings where the people are located rather than at City Hall.
- By being aware of those who do not communicate in the same ways as the majority, which means the Mayor and his people must continue to walk, eat and participate within all communities and make this a value: communicating widely. By the Mayor seeing himself as Mayor for all the people, those who voted for him and those who did not. What did those who voted for Mallahan see in him?

- Listen, listen, listen.
- Trust is built by listening and not over promising, by the team of advisors and appointees. The Mayor should meet with appointees individually on a regular basis during the first six months to set goals and benchmarks/metrics, identify strategies, hear concerns and report progress. The McGinn administration will be defined by the Mayor's appointees.
- Trust with voters is built by the Mayor speaking regularly and directly with the media and voters -- unfiltered. This might be done by regular webcasts/YouTubes, radio interviews, and town hall forums.
- There should be an ombudsman who people can contact if they feel the rules haven't been followed, or to cut through red tape or to hear whistleblowers.
- Securing credibility. It is not yet clear whether or not the tunnel decision was a flip-flop or a compromise. People were for McGinn, but rarely enthusiastically as much as cautiously. The previous administration lost credibility because he took people's support for granted. *Always* assume you're working with a fickle public and establish a feedback loop right away. We are off to a good start.
- Be very out front about youth violence in Southeast Seattle. Show up at the scenes of these crimes instead of talking about them from downtown.
- Empower neighborhood councils, rebuild the department of neighborhoods, let neighborhoods influence development.

What is our greatest challenge?

- Freeze or reduce salaries, as Dow Constantine is doing.
- Budget. Find small wins -- parks, green jobs, neighborhood plans (which will be voted on in January). Meet with Seattle's legislative delegation individually and tell them you want to work with them. Share with them your key legislative agenda -- budget, taxing authority, jobs, parks.
- Housing, human services and health care [people] are more important than concrete and steel, potholes, snow removal, tunnel v. viaduct, traffic, etc.
- Homelessness and lack of affordable housing. Appoint advocates in your administration.
- Decision paralysis. No decision is ever final but the rate at which decisions flip here is bizarre. This is a real threat to the city. Again, use those feedback loops and poll, poll, poll. You have some incredible opportunities to build relationships and educate those who on the edges of involvement.
- His challenge is leadership that allows his supporters and staff to see that he wants to lead a city that is walking together during these rough financial times. He has failed in most of his initiatives to work with minority groups, changing this dynamic requires a desire to change and then changing. If any White Male can help him with this Justin, you can. I hope he is in a listening mood, and listening to you.
- Seattle is defined by what surrounds it (mountains and Microsoft) more than what's in it. We need an identity that's clearer and more positive than being uptight, passive-aggressive and liberal. For example, we underemphasize our creativity.
- We need social services for people with mental health problems and substance abuse; developers need to create low income housing to replace what they destroy. And the criteria for low income have to be realistic, not just requiring housing affordable for middle class people.

The right to a decent home should take precedence over the right for Vulcan or other developers to make profit, or for South Lake Union to have beautiful boulevards and streetcars.

- Top-down decision making needs to change to inverted pyramid (grassroots driven) model.
- Bloated city bureaucracy that doesn't respond to the people.
- Affordable housing -- which tied to environmental standards and green jobs could put Seattle back to work.
- Growing homelessness: Invest in shelter for all -- currently we are at least 2500 beds short of the need; identify a permanent site for Nickelsville; amend the agreement with SHARE to permit more than one Tent City at a time in the city; expand production of and protection for affordable housing; redirect \$100 million of the proposed \$200 million for a new City jail into housing development.
- Flooding and sewer back-ups in North Seattle neighborhoods from Broadview to Lake City: work with local community councils to identify critical areas and prioritize funding for solutions.
- Crumbling infrastructure in our neighborhoods, e.g., 30 bridges in need of repair and areas north of 85th and in both SE and SW Seattle that have been waiting for sidewalks for decades: redirect City subsidy of nearly \$1 billion for South Lake Union development into neighborhood infrastructure.
- Violence and an urban environment that is conducive to it. Naomi Ishikawa was mugged on Saturday and many are quite angry about this. She is a treasure to us and her confidence as one who uses public transportation has been shaken. This because no one listened. Before opening ST rail stations; in a City neighborhood planning meeting one of the most spoken concerns was safety; the stations are isolated, the streets dark, and the passengers sitting targets. Have you seen these stations at night? Henderson, Columbia City, Othello. Shuttle service to Rainier a much less isolated corridor, security, taxi stands and parking spaces for those willing to use ST.
- Poverty, unemployment, and all of the associated effects (more crime, more ill health, more anger) -- Promote more localism, more neighborliness, more cooperation between and among people. Also, get people to work to obtain all of the grant monies possible. Hold the wealthiest corporations' feet to the fire to contribute to the local economy, to hire locally, and to help financially in ways that are truly effective (not just to the opera and the ballet, but to programs leading to better education and opportunities for work).

Karen Deal and Dave Schmitz

How do we build the strongest possible team?

Mike and his staff team should talk with city workers soon to 1) get their ideas 2) assess their workplace and 3) assuage their fears about the incoming administration. This outreach could start with the Coalition of City Unions where they could help in this effort & continue with a contingent of workers.

Stay on the path of community outreach build trust and to empower the team.

Job creation needs to concentrate on living wage jobs with benefits. This would reflect Mike's values as well as provide a strong tax base. There is a need for balanced economic growth. Business can be a strong partner but should not be the only constituency driving the job debate.

Mike's staff team should understand the importance of corporate responsibility & what our city could achieve if there is a spirit of cooperation with businesses & communities, including but not limited to labor.

The Labor Liaison on Mike's team should understand policy development & have the ability to think creatively about how to work within different levels of government to encourage good living wage jobs with benefits where workers have the freedom to join a union. S/he should have a labor background & be a unifying force & someone who sees the common themes of how labor priorities fit into Mike's priorities.

How do we build public trust?

There is a sense that Seattle is isolated from the rest of the state and that parts of Seattle feel isolated from one another. Reaching out throughout the city to diverse communities & the "unusual suspects" is encouraging; making them part of the staff team & involved in decision-making would build trust.

Mike's team should look for what residents want & meet the fundamental needs of the city by fixing problems that residents see every day (ex, affordable housing, transit, clean streets, open restrooms at parks). Stay honest & only make promises that can be kept.

Stay local – look for ways to work with local businesses on city infrastructure. Look at economic development with a wider lens to focus on areas that support our city (ex, Maritime) and use the power of the city to focus on the right types of development, both physical and economic. Use the power of the bully pulpit to express this vision.

Build coalitions that link downtown money interests to union members' needs for a livable, sustainable city they can afford to live in.

What is our greatest challenge?

Talk to people on the front lines by talking with city workers (see 1st item) & asking them to complete a report card of their department.

Focus on the many issues that affect youth – education, violence, teenage prostitution, employment rates.

Continue conversations with the Council to create unity.

Send a team to Olympia quickly to work on the viaduct challenge.

Gerod Rody

How do we build the strongest possible team?

- "Be transparent in your recruiting and vetting process."

- “Remember that many immigrant communities, low income communities, and ESL speakers may not have ready web access and reach out to them as well.”
- “Identify the goals and to break into smaller, more manageable teams to work out the details”.
- “Build a team without so many of the usual suspects. Work your BlackBerry for gays, minorities, greens and homeless advocates. Right now the city needs thinking outside the room the box is in.”
- “Draw on a mix of grass roots ranks as well as our very talented corporate leaders.”

How do we build public trust?

- “Keep it fun, engaging and clear”
- “Transparency, transparency, and more transparency.
- “Keep the public informed early on in processes...make policy research readily available to the public to read and understand.”
- “Publish a progress report with quarterly updates of how promises are being met.”
“Have a more aggressive use of the internet to stay in touch with Seattle's citizens. A redesign of the city's Web site might be a good idea.”
- “Outreach, a refusal to go behind the Oz-curtain of municipal power, has a way of building a following. When you have a conversation with someone long enough, they begin to trust you.”
- “Once all voices are heard, make decisions and stick to them ... please, PLEASE do not vacillate. You have integrity and people will trust you even if they disagree as long as you are non-reactive, listen, and clearly explain decision-making.”

What is our greatest challenge?

- “Have a central rally point of ‘Sustainability for all’”
- “Make Seattle a job magnet.”
- “Protect our most vulnerable citizens and continue to have strong social services.”
- “There have been far too many cyclist and pedestrian fatalities. SDOT needs training on HOW to do bike lanes not just stripping more paint down.”
- “Prioritize on investments with long term value. So, immediately reallocate all dollars for automobile projects to public transportation projects.”
- “Make sure snow removal works.”
- “Find a solution to feed and house people who need it.”
- “I would make a phone call to Ron Sims and ask him what he thinks.”
- “Create a strategic view of how Seattle will continue to develop as an economically vibrant city over the next 10 years.”
- “The employees of the City of Seattle are a remarkable resource. Respect their level of experience and take care of those people. Identify what is working well before getting into what needs to be over-hauled.”

Kevin Fullerton

How do we build the strongest possible team?

Avoid the mistakes of former mayors Nickels and Schell. Nickels hid behind a screen of proxies who talked but didn't listen. Schell surrounded himself with people too much like himself. Both

failed to establish mutually supportive and productive relationships with department heads, council members, and key constituent groups.

- Re-engage activists and neighborhood leaders by hiring outreach staff in mayoral and departmental offices who (a) are obviously empowered to influence policy using the feedback they receive (b) have experience beyond government, (c) have a record of producing results, and (d) have personality strengths that compensate for your weaknesses. This means choosing policy and outreach staff with sufficient credibility that you can publicly put them in charge.
- Consider two deputy mayors, one managing internal communications and one visible to the public. These jobs require different skills.
- Inspire department heads to achieve your vision by asking them how they can help achieve your vision. Publicly announce goals you agree to, and check with them before announcing new ones.
- Nationally advertise city jobs, including some policy positions. Seattle needs outside perspective.

How do we build public trust?

Seattle needs re-branding. Outsiders consider it arrogant and elitist and its own citizens and businesses find government unresponsive. The mayor should announce new channels of communication for activists and interest groups, and promote city and legislative agendas that emphasize services that affect a sizable portion of the state's population: health care, affordable housing, reproductive services, schools, nutrition.

- Publicly compliment Parks Department head Tim Gallagher for improving relationships with neighborhoods. Compliment SDOT's Grace Crunican for bringing pedestrian and biking groups together with freight industries. Build on SDOT's GreenDot program.
- Define for activists and interest groups how they will interact with your office. Schedule regular meetings and require department heads to attend. Make sure someone tracks followup.
- Don't plaster your face on every city announcement, and constantly credit others. Don't be afraid to play "underdog mayor."
- Prepare to deal with the ballot-chasing controversy. It may be used against you in Olympia.
- Have a successful legislative session by listing transportation as one priority among others: Go to bat for the housing trust fund, education, and health care. Recruit allies and let them do the talking. Be present on issues important to legislators outside Seattle. Get familiar with SEIU 775's agenda.

What is our greatest challenge?

- Like Nickels, seize a national issue that isn't controversial for Seattle. Lead on improving schools, or broadband availability, or promoting sustainable agriculture in Seattle's "foodshed."
- Give full attention to Housing Levy implementation.

- Get funding authority from the Legislature to finance local transportation.
- Build sidewalks.
- Listen to small business complaints. Review the city's fees to see if they're really needed.
- Improve infrastructure around schools.
- Review the rules governing homeless shelters – some no longer conform to the realities of homeless families. Consider job training, ESL classes, and drug treatment near facilities. Look at Dignity Village as a potential model.
- Make Seattle the first carbon-neutral city in North American, following the lead of the AIA.
- Make sure the public gets a report on what you did with all this information.

Sarah Smith

How do we build the strongest possible team? How do we build public trust? What is our greatest challenge?

- Hire people with experience in running city government; in an effort to “change business as usual” and reform city government, do not throw out the importance of experienced and season city employees (for example: budget directors, program managers, educational policy makers, etc...). In particular, a suggestion for engaging Kirk Triplett and some of his outgoing King County team members was made repeatedly by a wide range of individuals who are impressed by the leadership he exercised over the past year
- Follow-through on promises of transparency in all aspects; reveal inefficiencies in city government and work actively to shift those costs and expenses into more efficient services; full-scale review and external audits are essential for financial health of the city (one particularly entertaining quote/example was offered by a small business owner in around the issue of efficiency and budgets: “how can we have so many beautiful libraries which are hardly ever open due to budgetary shortfalls? If I ran my business like this, I would get a zero rating on Yelp”)
- Many expressed concern that in an effort to launch new projects and visionary ideas as part of policy platform, core services (housing, emergency shelter, education) that are essential to sustained quality of life in our city will be sacrificed; please consider closely any cuts to basic human services before making them in hopes of launching something else
- Continue to focus on transportation options and the critical importance of creating more and more options for getting from neighborhood-to-neighborhood beyond our cars; bus system must continue to get prioritized as light rail still covers such a small area of the city

- Demonstrate that you are more than a one issue leader. Everyone knows that sustainability and the environment are your passions; people want to know where you stand on race, equity and justice issues, education, poverty, homelessness, etc...beyond the "green" movement, what else will you stand for?
- Take a risk and be a leader at the state level for an income tax!
- Return some focus to and place authentic value on neighborhood leadership; restore the integrity of the Department of Neighborhoods and make them relevant and meaningful again
- Make a clear statement with the naming of a Police Chief; use this appointment to show a serious commitment to youth violence, community policing, etc...see work of David M. Kennedy's, Professor at John Jay College; he has consulted with many large urban areas to reduce youth and other violent crimes by huge margins; his philosophy and approach are unique and effective (the New Yorker ran a major profile on him within the last year which I highly encourage reading)
- Discern clear ways to work on the quality of education within our city. How can the power and the impact of the union stranglehold on our district policies be broken in order to create a higher quality school system which offers a quality education no matter where in the city you happen to live?
- Lead and govern as if you have nothing to lose; rather than looking towards the next election and making calculated decisions about each and every issue, lead with courage and integrity on the issue about which you are most passionate.

Great City

(Paul Chasan, Joshua Curtis, Nate Cormier, Brice Maryman and Cheryl dos Remedios)

How do we build the strongest possible team?

Team Composition: There was difference in opinion on makeup of the transition team. Many people advised the new administration to maintain the "spirit of the campaign". Another theme was to encourage diversity within the Mayor's office. This was voiced both in terms ensuring ethnic/cultural diversity with groups who have traditionally been underrepresented in the political process as well bringing in people with different points of view who can challenge the team's thinking. There were also comments about changing the culture of the Mayor's office especially the top-down heavy handed management style that defined it over the past eight years. The issue of leveraging public, private and non-profit partnerships was also important. Finally, several people mentioned the potential in reinvigorating/reinventing the City's website.

Neighborhoods: Great City received lots of comments encouraging increased neighborhood participation with a few cautionary notes that the neighborhood district councils are obsolete and not representative of the city as a whole.

How do we build public trust?

Public Trust: There were many comments on the need for transparency, accountability and accessibility to the public. This might be achieved by meeting regularly with the public, making the city's website open and accessible and creative ways to share information that move beyond the neighborhood councils. Humility was another popular theme; several comments suggested that the public finds elected officials more trust worthy when they publically discuss mistakes they have made and cautioned against coming off as too ideologically driven. Another popular topic was legibility – Mike and the administration should be upfront about their goals, objectives and decision-making processes when working with the public. Finally people suggested that the administration can build public trust by getting projects finished early out of the gate. To do this they should chose “achievable” or manageable projects that can be completed relatively quickly. This is especially true given the administration's limited experience working within the city bureaucracy and the current constraint on the City's the budget due to the down economy.

What is our greatest challenge?

There were a lot of different ideas and suggestions brought up. Many echoed themes which dominated the campaign. The most common themes were:

Transportation: The main focus of these comments was the viaduct replacement (with both sides of the issues represented in the answers) and improving transit (including expanding light rail). Transit service—both the new west side light rail, BRT and traditional bus service—was also a popular topic. Biking and walking were mentioned less than the previous two, but were important to many respondents.

Economy: Unsurprisingly, the economy was a dominant theme in many people's answers. Some voiced support for job programs, especially programs that provide green jobs for disadvantaged communities. Some seemed concerned that the economy's impact on the City's budget would limit Mike's ability to implement bold, forward-thinking programs while; others suggested the administration take a cautious approach to launching new programs that may seem frivolous in a down economy.

Climate Change: Many people listed climate change as the greatest challenge facing Seattle. These answers tended to suggest bold, policy goals such as pledging to make the city carbon-neutral within 10-20 years. In a similar vein a lot of people called for the administration to pursue an urbanist agenda which is not surprising since this form went out to both Great City's and the People's Waterfront Coalition's networks.

Public Safety: Several people cited public safety as a major issue facing the city. Among the issues that were raised were youth violence, the rise of gangs and the importance in choosing the right police chief for Seattle. A few people were upset over Mike's position on gun control.

Political Culture: Finally, a notable number of the responses spoke to the culture of government: These answers covered topics like mending relationships with regional and state governments; frustration with the Seattle Process; and the pro's and con's of Mike's perceived management style (some encouraging him to stay true to his ideals while others encouraging to give Nickels/Mallahan people and Downtown businesses folks a seat at the table). A few suggested breaking from Nickels' Machiavellian approach and working more collaboratively with City Council. Other responses discussed the challenges of affecting change in a bureaucratic culture.

Other Issues: While the above themes cover a lot of the answers to question three, there were many other issues raised. The below list is not exhaustive, but should give an idea of the diversity of responses Great City received. All of the answers we received are included in the attached spreadsheet.

- Homelessness and lack of affordable housing
- Aging infrastructure
- Schools
- How to overcome the perception that Mike is driven by ideology and doesn't listen to those who disagree with him?
- Breaking down "silo" culture of city departments
- *Duwamish tribe issues*: help them get federal status, improve city's effort to protect endangered species, accelerate clean up efforts of Duwamish
- Supporting the Arts in a down economy
- Supporting Kids in the city

Juan Cotto

How do we build the strongest possible team?

- Determine what you're passionate about in city policy and build the team around it.
- Get a mix of people with outside (city hall) and inside experience
- What does Michael McGinn want Seattle City Government to be the best at? Build his team around those principals
- Begin with the end in mind. From a policy perspective what do you want to accomplish? Build the team to achieve the accomplishments!
- We believe Michael's team will reflect diversity in every aspect of the word!

How do we build public trust?

- Maintain positive relationships with the City Council
- Michael is not a career politician, so don't announce an interest in other elected positions off the bat!
- Stay open, positive, and accessible
- Tell Michael to continue to do the things that helped him win the election; Be himself, ask good policy questions, listen to what people are saying.
- Don't try to please everybody all at once. Manage the expectations!!

What is our greatest challenge?

- Stay true to the fundamentals of Great City.
- It is really getting expensive to own a home in Seattle.
- Maintain an efficient government; Crime, education (to what extent you can work on education), and make sure the trains run on time!
- It is not 2001 when there was displeasure over the performance of the Mayor. Michael is not inheriting the same problems as Nickels. People seemed to be tired of Nickels. Keep the city running well and don't exaggerate the problems. Focus on improving transportation, affordable housing, attracting businesses and continue the city's leadership on the environment.

Candace Inagi

How do we build the strongest possible team?

- Kip Tokuda is a trusted and respected member of the community and would be great in the new administration.
- Alan Painter is very good.
- Stella Chao at Department of Neighborhoods (DON) is very good, and we need to be bolder at DON with community building and organizing

How do we build public trust?

Respond to gaps in services for immigrants and refugees that are not provided by federal and state government. Translations were a good start, but the Immigrant & Refugee Report & Action Plan was not substantive.

- Ex: case workers to deal with Homeland Security on immigration issues, legal assistance and domestic violence. Immigrants are not dealing with City Hall as much – need help with cops, public agencies, DSHS, INS, and their schools

Reduce bureaucracy – be strategic and accountable in grants management; use common reporting outcomes across city, state, and foundation reports

- Reporting seems to be geared currently toward organizations that have had significant problems
- Reporting is cumbersome, requiring Poverty Action \$100k and 2 FTE's on reporting alone

Turn out leaders from communities of color, immigrants (MEDC, APDC, APIC, SWYFS)

What is our greatest challenge?

Support and foster middle and working classes in our city -- avoid becoming a city of the very rich and the very poor. Remove chunks of property and land from the market so that they're not subject to market forces.

- Preserve affordable housing and ensure workforce housing.
- Manage it in the public sector via land trust; funding non-profits (like LIHI, PDA, Inter*Im);
- Build truly mixed income housing such that sale of moderate income homes help subsidize low-income homes
- Ensure people can live closely to where they work – need density & affordable, transit-oriented housing
- Stop pouring money into downtown

Put more money into workforce training for really low-income individuals, immigrants/refugees who don't go through our educational system, people exiting prison, people of color.

- Untapped potential at Seattle Vocational Institute (review their mission in the RCW)
 - Great location for communities of color, but how well do they serve/train low-income and people of color? (Why do they have a dental Hygiene Program?)
 - Should be a feeder to Seattle Central and be a source of career pathways.
- Work with Seattle Jobs Initiative (in the office of Economic Development) to convene summit on workforce training; need partnership with an institution

Need to keep kids of color from falling into gangs. Kids of color need alternatives.

- Look at the Harlem children's "Whatever It Takes" Program -- can't look at schools in isolation
- Needs skills centers in Seattle Public Schools focused on career & technical skills for kids who are about to drop out/have dropped out -- need contextualized training for computer and math skills (e.g., look at New Market Skills Center in Olympia)
- All schools should have "Navigation 101" (Franklin & Pierce County already do) – gives kids choices
- Need articulation K-12 & post secondary system; insist on academic rigor across academic, vocational, and tech

Jack Bolton

How do we build the strongest possible team?

Bring aboard pre-voter youth, 14-18. Advocate an elected youth advisory board (by high school suffrage) with a research and outreach budget sufficient to allow it to frame its own priority agenda and policy initiatives. Give kids a real voice and make them stakeholders in city government.

Create a dating service for people who want to contribute a public service to Seattle. The city has an enormous reservoir of volunteer skills and high-tech expertise. A few Microsoft employees, I am sure, could easily organize an electronic bulletin board to hook up civic-minded volunteers (e.g., retired Boeing engineer willing to tutor calculus, avid gardener looking for kindred spirits to nurture a neighborhood micro-farm, and so on) with social needs (Ballard retirees who want to learn Norwegian, homeless people who need internet skills, grade school teacher who would love to have a real fisherman visit her kindergarten class, and so on). I believe that every American city could leverage enormous social value added by simply creating the networking technology to connect volunteers to needs.

How do we build public trust?

One of La Guardia's first acts in office was to send the symphony orchestra to play for the unemployed in Central Park.

Advocate a new transparency in the ownership of wealth and exercise of power in Seattle. Again, with a few high-tech volunteers and a little expenditure, the new mayor could provide a website that provides direct public access to data about property ownership, taxation, zoning, political contributions, tax increments, and so on. He could also build voter confidence with a public, daily diary of his activities and meetings

What is our greatest challenge?

End terrorizing the homeless population.

Advocate micro-redevelopment: intensive, community-based and community-planned 'gardening' of unused, derelict, or residual spaces, preferably employing unemployed youth whenever possible. Organize an annual mayoral contest for best ideas about neighborhood improvement and green urbanism.

San Francisco and Tokyo have the best subduction earthquake preparedness models because they incorporate the public, especially health workers, city workers and people with emergency skills. On every block there should be someone responsible for turning off the handicapped senior citizen's gas, as well as a census of who has first-aid or construction skills. Schools need aid and training to function as key rally points and refugees (no repeat of Superdome horrors). The worst model, in my opinion, is Southern California, where the public safety specialists are highly trained but ordinary citizens are utterly unorganized and assigned the passive role of hoarding water and toilet paper while waiting to be dug out of the rubble by the professionals.

Apply the community policing model to sanitation, street repair, etc. Dedicate each truck or team, as far as possible, to a specific neighborhood or district, and give city workers time and encouragement to innovate solutions and contour services to local needs. Let them go door to door, as necessary, to talk with citizens about problems in service delivery and efficiency. Cities need to transfer more responsibility and initiative from foremen and managers to rank and file workers.

Spend as little as possible on capital improvements, especially public architecture and rail transit, and as much as possible on content and actual service. San Diego, for example, is planning to build an ambitious new downtown library but all the money will basically go to the architecture not books. The money would be better spent on increasing hours and services in downtrodden branches. A great American city government would leave its legacies in the neighborhoods, not downtown.

Sharon Lee

How do we build the strongest possible team?

- Maintain an open and accountable administration. Select people of integrity who are solely motivated by public service.
- Solicit the help of wise and experienced people with diverse backgrounds. Avoid “group-think” by reaching out to small business, immigrant communities, non-profits, low-income people, youth, faith-based, labor and previously disenfranchised groups.
- Create policy initiative groups on vital issues such as job creation, transportation, climate change, poverty, homelessness, etc. and have staff work with existing organizations.
- When it comes to housing and homelessness, your team must reflect the grassroots and activist communities where much work is being done. The prior administration had a homelessness policy person who knew too little of the work being done and this was a tremendous disservice to the homeless population. Hire people who can help you: SOLVE tent city and Nickelsville, reach the goals in the 10-Year Plan, stop homeless people from dying on the streets, and implement the wildly successful Housing Levy.

How do we build public trust?

- Listen well. Be authentic. Don't tell lies. Share successes. Be honest about difficult and contentious issues. Establish a culture of public access and assistance to Seattle residents.
- Be out in public often to build rapport and trust. Participate in unscripted events. For example, go grocery shopping in Rainier Valley occasionally.

What is our greatest challenge?

- Greatest challenge: crisis in jobs and housing. Seattle should not become an elite city for the affluent. The mayor should address the shortage of affordable housing by proposing housing and land use policies and a variety of funding solutions so that low and moderate wage earning residents can live throughout Seattle. Focus on transit-oriented develop-

ment, publicly owned land, smart growth strategies. incentive zoning, and re-establish the Growth-Related Housing Fund. Create livable wage jobs.

- Promote livable neighborhoods that include a mix of incomes and race. Prevent displacement and jump-start community economic development in distressed neighborhoods.
- Make the 10-Year Plan to End Homelessness a top priority. Begin with a few clearly symbolic but concrete actions. Some examples include: provide city funds for the Homeless Remembrance Project, add shelter beds, end the permit fees for Nickelsville and find them a home. Undo measures that criminalize homelessness.
- Capitalize on the Housing Levy victory by keeping affordable housing a high priority.
- Address the crushing need in human services. Focus on youth employment efforts, especially summer jobs. Look for increased revenue through tourism and trade.

Paul B. Crane

How do we build the strongest possible team? How do we build public trust? What is our greatest challenge?

- The greatest challenge facing the city is rebuilding the infrastructure for the 21st century. Obviously transportation infrastructure improvements were delayed for too long- and then we were suddenly confronted with the bills for the Alaskan Way Viaduct, the SR-520 bridge replacement, and the EastLink light rail line. These are extremely important and should have been planned out well in advance of their current "fire-drill" status. Building the proper infrastructure for the 21st century will lay the foundation for jobs and the economy.
- Protect SoDo and the industrial districts to the south of Seattle, from what happened to South Lake Union. Development can't be allowed to proceed at the expense of the blue collar jobs base that is the heart of the local economy.
- Work to control the awful development that has plagued our city and forced many working class people out of their homes. Development should not be concentrated in certain areas but encouraged throughout the city. We should discourage high rises and encourage housing that relates to the environment. People need more of a connection with the earth if they are to be good stewards of it. Work to support smaller local businesses. This will actually help create live/work neighborhoods. We should stop spending so much time and money and the big guys and put the effort into incubating new small businesses. This will truly improve our economy.
- Continue to fund GOTS (and keep it in Ms. Hanowell's hands) in the Central Area.
- Re-invent/reorganize city government to allow implementation of new city policy.
- This is either a transparent attempt to make people feel they're having input or we elected someone who hasn't really thought out the job yet and is asking for help.

- The mayor-elect should have already decided what the greatest challenges were, you know, sometime in the course of running for mayor. I'd also have liked it if he could have already had some ideas about how to build trust in his new administration.

Roger Valdez

How do we build the strongest possible team?

The prevalent theme in these answers is encouraging the recruitment of a diverse team of experts and community leaders that have experience with City government but also have deep connection to a wide range of communities. One comment urged a “whole city” approach to governance, with a team that can truly stay connected to the people most affected by City policies and programs.

I think loyalty is so crucial to an elected, as it should be, but that there needs to be a balance there with quality, experienced folks who represent a variety of opinions.

Build a diverse team of arts professionals, artist and complementary industries (nightlife, creative, real, estate, non-profit, housing, etc.) focusing on the issues of individual artists and small/ mid-sized organizations as well as the large arts organizations.

How do we build public trust?

Trust depends on transparency. More openness of and accessibility to City government was a consistent theme. Respondents emphasized a desire to see honesty and avoidance of spin from the Mayor. One specific suggestion was to be sure that, as much as possible, documents be available on-line for easy access. There was strong feelings about being open to voices that aren't often heard, including people that aren't always the loudest at public meetings.

Don't hide from mistakes, or accidents, just acknowledge them openly. Talk about what has been learned from them. Resist hiding and secrecy!

Explain your decision making process and stick to it.

Actually listen to what the citizens are saying; don't cut out the folks that don't agree with you.

What is our greatest challenge?

The biggest threat identified was consistently the economy and the challenges the City faces trying to create jobs and local recovery with fewer resources. But there were also bold ideas about what the new Mayor could do to move Seattle forward in spite of bad times. And there was an awareness that although change is tough, people will look to the Mayor to make change by explaining it and leading it well.

Your biggest challenge is the likelihood that the economy will continue to flounder

[People] generally do not know what great possibilities exist, because they haven't seen it, heard about it, or experienced it for themselves . . . open up their hearts and minds to the great possibilities without depressing them or scaring them.

We need to re-urbanize and de-suburbanize Seattle. One concept behind this could be renaming single family zones as residential zones. The first zoning code in the city allowed much more variety and flexibility than we have now, and we need to return to that.

Showing he understands the use of incentive zoning in support of arts and culture in neighborhoods, in addition to understanding the economic impact of the arts to our economy.

Craig Engelking

How do we build the strongest possible team?

- Balance a mix of diversity, “new community leader types” and some traditional types, especially ones who are proven, seasoned managers.
- There’s great talent in the City, figure out how to keep and develop it. Have some kind of process to assess strengths/weaknesses of current City staff.
- People on Mike’s team should be “open.”
- Five signature hires, the one’s that define the administration, they are extensions of Mike and are ambassadors for Mike’s vision of the city. Gotta get these right: Deputy Mayor(s), Dir. Of Dept. of Neighborhoods, Dir. Of Intergovernmental Relations; Police Chief, Dir. Of DOT.
- Hire extremely competent, proven managers for the issue areas Mike is less personally interested in, people that won’t need much from Mike and can get it done without a lot from Mike.

How do we build public trust?

- Keep up the openness and transparency--town halls and web outreach are great.
- Hire diverse, experienced team that includes people who did not support Mike (including business)
- If there’s a process, honor it. Seattleites get it. Don’t BS them. Acknowledge dissenting viewpoints (a sort of “reflective listening” on a bigger scale).
- Connect at the neighborhood level (reinvigorate neighborhood planning processes, expand community policing where appropriate)
- Demonstrate competence by improving some basic services i.e. fixing potholes.

What is our greatest challenge?

- Budget, getting the economy moving and transportation came up the most.
- Managing population growth and maintaining Seattle’s leadership role on climate and energy issues was also up there.
- Continuing to push on Viaduct issue without bringing City to a halt, going to war with Olympia.
- Almost everyone mentioned concerns about how Mike balances the openness that defines him with the challenges of decision-making and governing.

David Hiller

How do we build the strongest possible team?

- Work with allies you know within City government to help you quickly learn what needs to be fixed and what actions they recommend to move it forward. (There are a lot of people in the City working hard to build a sustainable city; they have a lot of ideas on how to break through the barriers) Encourage dissent and advocacy for issues; avoid setting up “yes men”.
- Work with Council, especially work with them to represent the City in regional forums

How do we build public trust?

- Get things done (see above for work with those who know how to break through barriers)
- Introduce 3 new initiatives with public appeal in first 3 months. During the election, people were concerned neither candidate had enough experience running a city to hit the ground running. Keep or hire competent professionals with city management experience who share your values.

What is our greatest challenge?

- Building credibility that have a solid management team with experience
- Negotiations re: responsibility for Alaskan Way Tunnel cost overruns with State – Mike was right in the campaign about potential cost overruns, especially with settlement risk near utilities.
- It will be budget cuts, not budget adds, this year. Not only is that a lot less fun, but it will be unpopular to cut any services. That makes introducing bold new programs harder to fund.

Sample ideas:

- “Sidewalk pothole rangers”: To prioritizing walking in Seattle, publicize being able to call in a walking hazard and get 24 hour response like citizens can for potholes. For example, overgrown blackberries or tree roots buckling sidewalks. Will likely require \$500k new or reprioritized funding to handle additional demand. Will also require Council action to enable Street Use to get reimbursed for sidewalk clearing from negligent property owners.
- Prioritize budget cuts: Develop and use Budget Filter for Sustainability and Social Justice – schedule training in January/Feb. Fund only projects that reduce or do not increase GHG.

King County Metro:

- Allocate all of the existing local funding King County’s been given by the Legislature
- Identify a new long term sustainable funding source for Metro operations
- Allocation of new bus hours using outcome based criteria such as
- Climate change goals
- Growth management targets
- Maximizing ridership
- Maximizing service to transit dependants
- Maximizing service to low-income populations

- Transit Oriented Development
- Ensure that RapidRide has uniform implementation of true BRT components
- Next bus signage at all shelters
- Safe, clean, comfortable shelters

Key Messages Identified:

- Reform of King County Metro transit service should be connected to
- Affordability
- Jobs
- Urban Centers and Growth Targets
- Performance Standards and Outcome Based Criteria
- **Early Action Recommendation:** Push reform for the sub-area boards. Possible recommendations would be into corridor-based boards or rolling boards into a larger King County workgroup, possibly a larger Regional Transit Committee.

State Level:

- Keeping governance reform of transit agencies at bay
- Ensuring that the available Transportation Benefit District authority doesn't fund 520 or Viaduct
- Legislative funding for transit service, either through local options or direct funding
- State funding for bicycle and pedestrian projects
- Tolling revenue can be flexibly spent on transit projects
- Connecting transportation cost benefit laws to health outcomes
- **Early action recommendation:** Make the case in Olympia during the 2010 Legislative Session for additional local option funding source for KC Metro Transit.

Local Level:

- Dedicated Right of Way for local and regional transit service
- Light rail to West Seattle and Ballard
- Transportation and Housing costs should be bundled together into a new King County based Affordability Index
- Existing free parking should be converted to paid, no new free parking should be built
- Establish parking maximums and eliminate minimums
- Local options should be available to cities for pavement maintenance and repair
- Cities should be able to raise funding to pay for additional Metro or ST services
- **Early Action Recommendation:** Creation of a King County Affordability Index that links the costs of housing and transportation together. Announce KC's most affordable cities/neighborhoods. Link up with banks to offer Location Efficient Mortgages.

Bike and Pedestrian:

- Reallocate funding to bike/ped projects
- Create new rules for concurrency within GMA to mandate transit, bike/ped concurrency
- Connect funding for transportation projects to our values of sustainability
- Funding for bike ped could come from the land use decisions (e.g. no impact fees for TOD projects, or instead of building parking developers pay for bike/ped/transit)
- Allowing parking meter revenue to pay for bike/ped projects

- **Early Action Recommendation:** Implementation of a multi-modal concurrency framework for projects within King County based on the existing pilot projects. Explore use of King County TPT to prioritize investments.

- **Viaduct and 520:**
- Smaller footprint on 520
- Eliminate the right turn conflict between bikes/peds and cars on 520 project
- Viaduct EIS process should be widened to include multiple alternatives and should include emissions impacts as part of the analysis
- Viaduct project should be held to higher design standards
- Finance tools that fund the Viaduct shouldn't impact 'regular' Seattle/KC residents
- **Early Action Recommendation:** Funding for the transit portion of the Viaduct project should be identified and commitments secured for that funding.

Additional Concepts Discussed:

- Transportation 2040 should make investments in fix it first, transit, bike/ped, and vanpool/carpool a priority. Comprehensive, early tolling should be part of the funding for T2040 and tolling revenue should be allowed to be flexibly spent on transit.

Adair Dammann

**How do we build the strongest possible team? How do we build public trust?
What is our greatest challenge?**

- Continue listening, meeting with people, meet with the "unusual suspects", draw in people who are ethnically, class wise diverse, draw in the outsiders.
- Meet with city workers, right away:
 - Meet with the city union reps
 - Meet with the workers themselves – ask them what works and doesn't in city government, ask them how to cut costs and deliver services.
- Hire the right people at the top...competence, less political cutthroat; but also need to change the culture of the top floor.

- With regards to “labor liaison” – avoid baggage, seek a unifier, hire for broad policy skills □ make the job one that is about working family economic development; contracting; building unusual coalitions and solutions ala Dearborn project.
 - Careful in searching for/installing a new SDOT director
- “Economic Development” – continue to be wary of the powerful downtown interests
 - Focus on affordable housing; transit; schools; things that speak directly to taxpayers and working families’ direct needs.
 - Protect maritime/light industrial land use/tax base
 - Use the powers of the city to guide the RIGHT kind of economic development (zoning, permitting, procurement)
 - Use the power of the bully pulpit to stand up for that kind of development
 - Build coalitions that link downtown money interests to our members’ needs for a livable, sustainable city they can afford to live in.

Chris Rule

How do we build the strongest possible team?

The team we build should not only listen (through town halls, Gov 2.0 principles etc.), but use the resources at the city’s disposal to organize individual citizens and community groups to best support common goals.

For example, a coalition of labor and church groups called the Sound Alliance (soundorganizing.org) first held sessions to listen to what its members were passionate about and their skill sets, identified shared priorities including green jobs and related projects like the Wedgwood home energy retrofits, and obtained federal funding and legislative support when necessary. They have demonstrated a constructive approach, and involving them to achieve wins on parts of the city’s agenda would reach and empower a broad cross-section of citizens. Neighborhood organizers with experience in several realms can act as “connectors,” to borrow a term from *The Tipping Point*.

How do we build public trust?

Key words: transparency, honesty, inclusiveness, diversity, organize through neighborhoods, empower EVERYONE, continue the great path from the campaign and follow the people. While people want change in leadership at the city, they also know that the skills and institutional knowledge of current city staff must be used to the fullest degree possible. There may be a balancing act between creating a new culture within city government and being clear that much can and will stay the same. In addition to providing transparency about physical documents and assets of the City, striving for more clarity about our intentions as an end in itself should yield greater trust.

What is our greatest challenge?

A mix of business-as-usual inertia and friction on The Tunnel will need to be overcome. One emergent opportunity to build bridges would be to partner on a solution to the west landing of 520. Rather than pushing “four-lane,” we can agree on a solution that “converts two lanes to high-capacity transit in the future,” has a smaller footprint on neighborhoods, doesn’t worsen the bottlenecks in Montlake it’s supposed to solve, and makes a small fix to connect buses to the new

Link station at Husky Stadium.

In the world of non-motorized transportation, there are mixed feelings from SDOT employees on the absorption of the bike/ped group into the “mobility group.” It relieved some problems of bicycle and ped expertise being focused in the planning process, but not making it to the implementation phase. But now these employees are tasked with responding to the freight community for example, outside their experience.

Projects that can be accelerated with more attention to federal funding include the Mountains to Sound Trail, Thomas St. overpass, Ship Canal Trail. Those that meet “major projects” designation must not fall through the cracks.

Other projects and policy changes have been postponed and can be taken up again: Nickerson St., MLK cycle track, bike boxes, better signal phases for pedestrians need “support from the top.”

Filipino American Civic Employees of Seattle (FACES)

How do we build the strongest possible team?

- Respect, appreciate and recognize the good work that city employees have been performing.
- Encourage good ideas from city employees and create avenues to express them.
- Create a healthy organization that allows for each branch to perform their function and collaborate with each other for the common good.
- Reorganize the Executive Branch and Directors Team to prevent wasted use of resources and staff effort.
- Understand People of Color Issues, recognize Affinity Groups and take the Race and Social Justice Initiative (RSJI) to the next level.
- Increase management and employee accountability.

How do we build public trust?

- Appoint and retain diverse leadership at all levels of the city.
- Take RSJI's impact on communities to the next level.
- Meet with the mayor on a quarterly basis.
- Transparency in government.
- Honor agreements with Native American communities through action.
- Respect different cultures, link people to their heritage, foster a sense of place, deepen community pride, encourage civility, foster empathy and offer hope for the future.

What is our greatest challenge?

- The depressed local economy and that the city will continue to have financial problems.
- Clear communications as to the policies that the new administration intends to pursue.
- A unified guidance as to what programs need to be trimmed or eliminated.
- Create strategies that would minimize layoffs such as increased furloughs, reduction in workweek while retaining benefits, etc.

Frank Irigon

How do we build the strongest possible team?

- An administration that is multi-ethnic and culturally sensitive and reflects the diversity of the city. Is home grown and knows the city's communities of color.
- That there are APIs in high level positions in his administration and not in token positions, and who have strong ties to the community.
- That there are APIs on Boards and Commissions that impact our community.

How do we build public trust?

- The Mayor is accessible and is willing to meet on a consistent basis with API community groups.
- The Mayor will continue to listen and insist his directors to do likewise.
- The Mayor will seek recommendations from the API community for possible appointments to his administration.
- Establish blue ribbon committees to discuss key issues affecting the city.
- Staff should respond immediately to phone calls, emails, etc. and emphasize constituent services.
- He should use the Mayor's office as a "bully pulpit" to move a social agenda.
- The Mayor should affirm a strong continued support for the Immigrant and Refugee Advisory Board.
- Address safety issues in the API communities and fund API serving agencies to address youth/gang, LGBTQ and domestic violence issues.
- APIs should have a say in where the housing levy monies are going.

What is our greatest challenge?

- Mayor needs to build a strong and positive relationship with the city council, county council, and the state legislature, and on-going immediate communication with staff.
- Support renewing the Seattle Families and Education Levy in 2010 to address the on-going concerns of APIs in the education of their children. And working with the Seattle school district and other API education stakeholders to close the achievement gap of API students in Seattle.
- Propose multi-year funding for capacity building and advocacy.
- Propose easing the permitting process for businesses to start up in Seattle.

Craig M. Benjamin

How do we build the strongest possible team?

- Build a team that *combines continuity, diversity and newcomers with fresh ideas and perspective* through a transparent process that involves not only those who supported the campaign, but everyone necessary to move forward together as a city.
- *Engage the entire community* to ensure that the City hears from everyone through technology, Town Halls and outreach that goes directly to the people.

- *Empower non-profits and neighborhood groups* to leverage existing resources and leaders to develop and implement innovative solutions to local problems.

How do we build public trust?

- *Communicate directly with the public through an ongoing dialogue* that reaches people where they are, while providing clarity on how the City will use the input received.
- *Back up words with action* and maintain continual communication with the public so that they understand what you are doing, why, and how it will improve their lives.

What is our greatest challenge?

- *Thinking creatively about the role of government.* Facing budget deficits and an uncertain economy, the new administration should re-invent the role of government and take a long-term approach to government budgeting and programming decisions; eliminate unnecessary process and rules that prevent the achievement of stated goals; and partner with non-profits, private entities and neighborhood groups to achieve desired outcomes efficiently.
- *Getting serious about jobs.* Seattleites are struggling, and many young people are beginning to lose hope as the economy continues to decline. The new administration should respond with a robust plan to develop local green jobs; along with City job apprenticeship, training and succession programs to provide more people with opportunities to well-paying City jobs.
- *Taking bold steps to improve local transportation.* Our present transportation dilemma stems directly from a lack of action over the past thirty years. The new administration should act now and build a transportation infrastructure that will allow people to get around without using a car, and make it clear to the public the goals of every investment. Though not cheap in the present, bold transportation investments will benefit our city's long-term mobility, livability, environmental sustainability and economic competitiveness; all while providing thousands of jobs in the near-term.

Becca Deehr

How do we build the strongest possible team?

- Hire both experience and innovation so they balance each other
- Reach outside the box, and listen to people who are not normally listened to
- Hire experience so there are people there who know the ropes
- Include representation from every district in the city and all types of groups (business, npo, residents)
- Hire people that represent the diversity of Seattle
- Reaching out to neighborhoods, grassroots, continue Town Halls
- Focus on intergovernmental affairs (mentioned strength in Genessee Adkins and Linda Cannon); don't be a bully or be arrogant with the state, build strong connections Councilmembers, Frank Chopp, Ed Murray, other key stat legislators, and Christine Gregoire (or hire people who have connections to them)
- Department heads need to work well with suburban cities and King County and will listen to their staff, the public, and city council (not just the Mayor's office)
- Avoid analysis paralysis; set up "focus groups" on key issues to get grassroots input, before decisions are made
- Bring back Jim Diers to Department of Neighborhoods

- Keep good people in departments doing good things (Barbara Gray, Mariko Lockhart, Mark Pursley) and empower them even more
- Pick a police chief that is beholden not just to unions but to all

How do we build public trust?

- Continue communication, honesty, transparency, authenticity, and openness
- Get people out and listening all over the city (town halls, go to neighborhood meetings, use Facebook and YouTube) and engage young volunteers on this task
- Don't scrap previous initiatives and start over, not everything needs to be changed
- Admit mistakes as soon as you discover them
- Balance moving forward on your vision with providing the basics
- "Get something done" (for example, move infrastructure projects along to completion)
- Add evaluation components to existing programs (like bike/ped programs, youth violence initiative)
- Follow through with community feedback (and report back to community to tell them what's been done)
- Find permanent funding for implementation of bike and ped plans
- Do things for neighborhoods: Re-vitalize neighborhood policing and neighborhood watch groups, establish more effective and widespread programs at OED for small business, do a neighborhood push emphasizing basic services in neighborhoods

Recommendations for "first out of the gate"

- Creating jobs and ensuring we continue to lead as a green city (foster non-auto forms of transportation, continue green building, change land use, etc), and people of all incomes/ethnicities are involved in this X X X X
- Deal with the budget crisis (increase revenues) X X
- Obtain access to stream of funding for King County transit hours, change 20/20/40 allocation for transit XX
- Address disparities in low income neighborhoods and make sure they're served first for jobs, food, housing, school, health X
- Less money for jails and roads, more money for human services, libraries, transit, children X
- Do more to prevent violent crime, not just more cops on the street but *prevent* it X
- Create better relationships with people at the county, state legislators, city employees, business community, city employees, city activists, etc X
- Halt Nickels-style top-down neighborhood planning process immediately
- Hire a Director of Neighborhood Planning
- Streamline political appointments
- Address Aurora Avenue problems (from the Aurora bridge north to 145th) in streetscape and crime

Marcus Lalario

How do we build the strongest possible team?

The one answer that kept coming up was representation.

- Having someone from Music and Nightlife on the Mayor's board.

- Making sure someone from nightlife is on the advisory board meetings with police precincts and neighborhood groups.
- Representation on all decisions that affects our businesses, community and industry.

How do we build public trust?

It starts with communication.

- Having an open door policy with the public by creating transparency in the administration
- Having quarterly meetings with selected people from the music community.
- Having face to face meetings with not only Mayor-Elect McGinn but also with Pete Holmes to get on the same page when it comes to our specific goals.
- For the Mayor-elect to support us on a state level when it comes to laws or initiatives that may hurt or help our industry.

What is our greatest challenge?

For the music community there are a few points we feel that are critical in moving towards a thriving music and nightlife community.

- Noise ordinance-having us in on these meetings to help craft a noise ordinance that makes sense for these Entertainment zones and also the neighborhood they are in.
- Kill the good neighbor agreement
- Have a seat on the J.E.T. and work with them to provide a safer nightlife
- Continuing relations with police precincts
- Extended hours of operations in these entertainment zones and having the support of the mayor and the city on a state level to get these laws changed
- Beat cops in the entertainment zones
- Improving late night transportation to and from these zones

Mark McCarty

How do we build the strongest possible team?

As labor organizations, each of my contacts stressed the need for Mike to include on his team at least one person who he trusts who understands the ordinances applying to city employees and the contractual agreements the city has entered into with its employees. They also hoped for a change from the Mayor Nickels relationships with them. They stressed the desire to have someone on Mike's team who had access to Mike who would be entrusted with developing and maintaining working and respectful relationships with the unions. They each emphasized that agreeing with them was not the goal. They want to be heard and have difficult conversations in respectful ways and don't expect the Mayor to support them on every issue. Each of them expressed their idea that Mike needs someone on his team who knows the context of the labor relations laws and the history of issues in the City employment setting.

How do we build public trust?

Each of the three groups I talked to stressed the best way to build trust with the labor organizations and the city employees is to treat them respectfully and professionally. They want to be listened to and they want their concerns heard. While they understand the limitations of the city budget and the competing interests, they want to know where Mike is on the issues and they want to have mature discussions.

What is our greatest challenge?

The public safety unions all agreed that the most important issue for Mike to start his administration is his handling the process for choosing a new Chief of Police. The Labor Council agreed that this would be an important issue for the other city employees and labor organizations. The Council also thought the choice of a labor liaison for Mike would be a significant issue for them and signal where he is going.

Bill LaBorde

How do we build the strongest possible team?

Folks I talked to were most interested in relations with the city council, as well as other levels of government. There was also a lot of interest in external communications and relations – with the media, but also stakeholder groups, including the environmental and transportation communities.

For all these positions, there was a strong feeling that Mayor-Elect McGinn should retain some of the most talented people working for Mayor Nickels while also bringing new blood and talent into the new administration. For retention, a few names were mentioned over and over again, including Grace Crunican, Jemae Hoffman and Tracey Burrows at SDOT, Genesee Adkins in OIR, Ray Hoffman at SPU, Rachel Smith in the Office of Sustainability and Andrew Glass Hastings as a knowledgeable transportation policy advisor. These were all mentioned as smart, creative and extra-competent people who were well trusted by the stakeholders with which they work and at the same time personally committed to building a sustainable city.

Many folks mentioned the need to have a top-notch operations person as chief-of-staff or deputy mayor. Two people mentioned the name Kurt Triplett as someone who would be ideal in this role. Whoever that person is, there was a strong feeling that it should be someone with demonstrated skill in managing the operations of a large bureaucracy.

Media relations was also something brought up over and over again. Many people cited the need to have someone in this role trusted by the media, both traditional and new. One person with a lot of media experience thought it made sense for this person to early on establish a pattern of frankness and openness with the City Hall press corps, as well as editorial writers and bloggers covering local politics.

How do we build public trust?

Transparency was the word heard over and over again and key to conveying a sense of transparency is to, again, have someone who will forge great relationships and trust with the media. Also, it was felt that the Mayor himself should be as available to the media as he was

during the campaign. A few people mentioned the need to upgrade and simplify the city's web presence. The current web design is outdated and difficult to navigate through.

What is our greatest challenge?

The biggest challenge cited over and over again is relations with the state. The level of confidence and respect for the state legislature, including the Seattle delegation itself, is low. The city is despised in Olympia, including by many of its own representatives. There was a strong feeling that the new mayor should pay a lot of attention to relations with the state including facilitating some sort of process to increase coordination and a sense of purpose with the Seattle delegation. A few people mentioned that as a new hire as the legislative liaison, Genesee Adkins, had laid a good foundation but needed more time to build a legislative strategy for the city. Over and over again I heard people express that the new Mayor himself needed to be involved in organizing our legislative delegation to be more consistent and aggressive in representing the city's interests in Olympia.

There was a feeling that the new Mayor needed to be an active participant in the US Conference of Mayors and other national coalitions to be sure urban interests were represented in big decisions coming out of Washington, DC on transportation spending and reauthorization, climate change and Puget Sound clean-up.

Rebecca Sayre

How do we build the strongest possible team? How do we build public trust? What is our greatest challenge?

Water/Stormwater

- The Friends of the Cedar River Watershed has been participating in a regional stormwater working group for the last six months. This body has determined that there needs to be a shift in organizational and community approach from tackling point-source polluters, to addressing water pollution from a societal perspective—we all contribute to water pollution. The answer to cleaning up Puget Sound is a community one. Support for volunteer water monitoring and other community- oriented solutions aligns with this effort and I believe fits the values of the McGinn administration.

Farmers Markets

- Seattle's farmers markets fulfill a vital and unique niche in our economy. Markets provide local and nutritious food in a third-place community setting and are the primary support mechanism for our state's small and mid-sized food producers. Although the markets are popular and enjoy support of many regional officials their future is tenuous in Seattle due to uncertainty with siting and permitting /fee structures that make it difficult for the producers to plan for long-term involvement in a particular location. If the city, Parks Department and the markets could come to agreements that create a more stable arrangement for the markets—recognizing the value the markets and vendors provide the community, a more

productive market system could be developed in Seattle and throughout the region.

Education

- In a fairly casual conversation with several friends of mine who teach middle school and high school, I learned that teachers feel they would benefit from not having to pay for the continuing education needed to remain current in their profession.

Bike Lanes

- Contiguous Bike lanes on Delridge and an improved focus on linking bike routes in West Seattle are needed.

Renee Staton

How do we build the strongest possible team?

- Keep existing staff that are successful in their roles (there were also a number of comments to fire all or certain current directors); listen to existing staff that are successful – don't reinvent the wheel; hire the best and most qualified people with independent thinking and leadership skills, not simply political supporters; be sure that some staff have government experience; include people from economically, culturally, ethnically, geographically (within Seattle) and politically diverse communities; be collaborative; hire people who will disagree with you and who have different views; work effectively with Council; do what you say you will do; encourage better coordination between city departments; include part-time workers, students and youth; keep Ideas for Seattle going; help those who were motivated by the campaign to stay involved; do not allow the city to be run by the same small group of people who have been in control.

How do we build public trust?

- Be transparent (strong theme); do what you say you will do (strong theme); do what is best for the community, not just what looks good; listen; make decisions after listening; admit mistakes; do not bully; do not speak poorly of the prior administration; do not ask for public opinion and then not act on it (use for political cover); keep holding community forums/town halls/on-line forums/participate in radio shows to listen to people; assess who is considered a community representative (especially in communities of color) as not all who claim the role of community representative are

representative of the community; build relationships with other elected officials (governor, legislature, county, school board, city council); improve the city website to make it easier to find information, keep the site updated and post meeting minutes as soon as possible after meetings, remove the “marketing”; hold meetings throughout Seattle and at times that real people can attend (not just during the day and downtown), hold meetings in unexpected forums and consider moving offices to another part of the city for a week at a time; stop the tunnel/support the tunnel; end the gun ban.

What is our greatest challenge?

- All of these were strong themes: youth crime; economic recovery and jobs; find efficiencies in the budget; transportation (light rail on the west side, bus rapid transit, bike and pedestrian master plans implemented); public safety; schools; housing.

David Levinger

How do we build the strongest possible team?

- People with knowledge of making policy that can be operationalized – use key continuous improvement principle of observing work happen and involving those who do the work.
- Bring on people who know how to **team** local grassroots leadership (both topical & neighborhood-based) with objectives-driven (*not* solutions-focused) professionals who know best practices/state-of-the-art in other cities around the world/country and spanning local/state/nat'l/int'l levels. (Skills mentioned include Transit; Freight; Regulation; Labor relations; Older adults.)
- Keep some people who already get it in Mayor's office & agencies and build team with key appointments at DPD/DON/SDOT – change building on and around existing talent.
- Show that the freshness of approach is for real—the same old people keep appearing in the lower echelons of these administrations and it wears down one's expectations and hopes.
- Appoint a labor liaison include and coordinate well with labor.
- Add people who really want to know and learn the community and are known by the community in a position that provides direct access to Mike.
- Implement a management system such as Portland's Service Efforts and Accomplishments approach.
- Use personality evaluation techniques to achieve an egoless and diverse team.
- Identify single points of contact for institutions to connect into the Mayor's office.
- Appoint people who are really knowledgeable to staff and to commissions/boards.

How do we build public trust?

- Complete a physical project demonstrating that you listened, heard, and got it done.
- Don't ask for information and then ignore it— when people don't get what they want, or if information is not used at least provide them with the explanation as to why.
- Work toward specific measurable results in a specific area, such as raising High School graduation rates (see WHF.org health indicators model). (1) Set simple objectives; (2)

report periodically on progress to Council and Public; (3) achieve real gains that have felt human significance.

- Maintain open lines of communication – show up at labor & community meetings. Keep reaching out to and being out in the community. Build relationships through quarterly meetings with the Mayor.
- Put effective people from Muslim & other diverse communities in positions with impact.
- Concentrate on small, local issues and do the right thing regarding the basics.
- Integrate a form of risk analysis as an integral step in the policy making process.
- Replace Seattle's "open process" with effective & responsive fair process.
- Demonstrate mayor & city council working together constructively and substantively.

What is our greatest challenge?

- Making this a nurturing place for adolescents – Turn the focus onto ADULTS who create conditions.
- Healthcare employs 20% of Seattleites is at risk (economy) & in reform – Address fear & uncertainty.
- Divisiveness in city – Pick a couple of most divisive issues in campaign and build bridges without compromising the ideals of the campaign to get more people on the same page.
- Declining revenue – Be wise to possibility of getting shined one on by existing department heads and re-build relationships into departments for collaborative spirit for hard times.
- 30 years of stasis in transportation – Help people with their transportation challenges.
- Transit funding - Coalition build to achieve sustainable sources for service expansions.
- Getting sucked into old politics – Keep multi-ethnic community ever-present beyond swearing-in.
- Back-room politics – Mike abandons the comfort of a small circle of closet advisors.
- Establishing teamwork with outside agencies – Pursue the aging well program with many big & small elements that serve a wide range of ages.
- Establishing Mike as a leader – Define Mike's administration and what it holds as important.
- Maintaining relationship building in style of campaign while in office – Change *something* on the first day in office that has been an irritant to people.
- Industry vanishing and losing those jobs – Learn about and value the maritime industry.

Seth Ballhorn

How do we build the strongest possible team?

- For the transition, it is important that the process remains as transparent as possible. Reaching out to the broader community with the "ambassador" model is a great start, but the community wants to know who is actually advising the mayor-elect on important personnel decisions. While there may not be an official "transition committee," it is important to identify who is assisting the mayor in making these decisions.
- It is important to establish a good decision making process that is systematic and consistent. Establishing a process that results in timely decisions establishes accountability, and gives stakeholders a roadmap to proactively interact with the

Mayor's administration.

How do we build public trust?

- It is important for the Mayor-Elect to be upfront about his intentions in city hall, and not to be afraid to define his values.
- Several people I talked with felt very strongly that the new administration should reach out to the leadership and main business members of the Seattle Chamber of Commerce. The administration has an opportunity to proactively work with the business community to take action on the Blueprint for Seattle's Clean Energy Economy, the strategic plan being developed by the Office of Economic Development. Right now we have the mainstream business community rallying around clean energy economic development¹, and we have a tremendous opportunity for Seattle to become a national leader on clean energy and a model for green jobs.

What is our greatest challenge?

- The legislative session will be very challenging for Seattle this year. It is important to establish a strong partnership with King County as well as the state and federal legislative delegation. In addition, it is very important to begin generating additional tax revenue in order to balance the budget and to develop a long-term economic development plan that incorporates a comprehensive green jobs strategy.

Julian Wheeler

How do we build the strongest possible team?

- Diversity is key
- Attract a broad pool of applicants
- Maintain objectives that are measurable when building up a diverse staff
- Communications must reach all of the disability community.
- Reach beyond gathering data, prepare to meet People with Disability with real understanding
- Hire staff with disability
- Hire staff with skills to manage conflict, diplomatic resolution, and employ people skills

How do we build public trust?

- Transparency in process and substance
 - Listen to and hear people with active listening skills
-

- Broad-based input
- Don't try to please everyone – “Not possible”
- Hire those that reflect values and diversity

What is our greatest challenge?

- Certain elements in the business community
- Non people-friendly regulations related to development
- Valuing money over lives
- “How to make principled decisions” vs. “Not wanting to anger the special/moneyed interests”/”Penny-wise, pound-foolish pursuits”
- (This was provided originally as a response to Number 2) Issue some immediate resolutions (i.e., proclamations, executive orders, etc.) that reflect
 - Public records destruction (i.e., concerning the 45 day retention timeline)
 - Inclusive outreach doctrine that addresses all contingents of the disability community.
- Learn from the lessons of past administrations
- Establish criteria of who to listen to

Richard Dyksterhuis

How do we build the strongest possible team? How do we build public trust? What is our greatest challenge?

If you walk Linden Avenue North from North 128th Street to North 145th and back on Aurora from North 145th Street to the Community Center at North Linden and North 130th Street, you will have "walked it to believe it".

The infrastructure needs of our Street and ambiance needs of our residents will be concretely obvious.

The Mayor's Elect's Staff, would be then prepared in future orientations and discussions for safety, and ambiance for all; to acknowledge and act upon our urgent sense of longing to become part of the Emerald City., after a 55 year wait. We were annexed to Greater Seattle in 1954.

This part of Kansas (aka as LOST North Northwest) was rejected by Dorothy and Toto as a place to live with her Aunt and Uncle, after Dorothy's reunion with her loved ones, because of her adult fears for their safety, and mental health.

Linden Avenue North will soon have 2,500 residents along 18 linear blocks faces.

2,000 of these folks are renting. 1,300 of the renters do not have enough income for a decent standard of living.

Please come for the walk and please bring all of the new Department Heads.

I believe that best way to be trusted is to state the vision, state the actions needed to move to complete the vision and then make sure that anyone can see that the actions have indeed fitted the words that articulate the stated vision.

Each Department: Transportation, Safety, Utilities, Planning, all Departments, might consider the ancient school teachers maxim.

"If you do not know where you are going, how will you know that you have arrived?"

Tim Gould

How do we build the strongest possible team?

- An important feature of the team needs to be the use of adaptive learning feedback techniques to ensure the team is able to learn from its experiences. The ultimate success of the mayor's team will be determined by how well it builds on previous successes while avoiding past mistakes. Setting up team norms that allow for frequent evaluation of on-going efforts will produce a culture that strives for quality and continual improvement. Serving the people of Seattle while striving for ways to learn and improve the way the administration carries out its policies will build confidence both within the team and on the part of the public. A virtuous circle can be established to reinforce the goals of the new McGinn team.

How do we build public trust?

- Transparency is the key. Be open and accountable to the public at large and in dealings with the City Council and long-term staff of city departments. The best way to deal with the SR 99 tunnel project – the elephant in the room – is through transparency in advancing the design, assembling a financing package, and dealing with other organizations including the State.
- Treat people like adults; we can deal with the bad news that will invariably arise in the affairs of the city. Listen to people throughout the city, but make sure that everyone understands that while their concerns will be heard, their suggestions may not be followed. You should err on the side of being direct, rather than evasive. No obfuscation on city policy or objectives.
- Provide people a sense of safety bolstered by attention to the details of our lives:
- plan for both flood and snow this winter so City resources can be deployed in emergency situations and actually work
- provide police protection with adequate staffing levels
- enforce the new Chronic Nuisance Properties ordinance
- deliver on the City's obligation to fix potholes
- work with Metro for more security and safety on transit vehicles and at stops

What is our greatest challenge?

- The greatest challenge is the need to transition to sustainable use of energy and materials while maintaining an affordable city. We will need renewal and redevelopment of large portions of the city over the next two to three decades to reduce the climate footprint. This will require significant financial resources, but must occur in a way that doesn't price the population out of Seattle.
- The need for progress on transportation, including fixes for SR 99 and SR 520 bridge, is a major challenge because of its impact on 1) our sense that we can follow through and achieve results; 2) our ability to maintain vigorous import-export economic engine, and manufacturing base; 3) our ability to make Seattle greener over time; and 4) any hope of transforming the waterfront into a space that prioritizes the presence of people.

Michael Woo

How do we build the strongest possible team?

- Establish a management team that includes deep knowledge of critical issues facing our city's most needy and underrepresented populations - under/unemployed, at-risk, immigrant and refugee, homeless - with direct experience working in low-income communities of color.
- Balance incumbent and new staff possessing strong demonstrated commitment to building inside and outside relationships, regardless of "turf" to create immediate and real solutions
- Your Team should be able to answer how your agenda or City policy/programming will benefit or negatively impact communities of color and other low-income communities

How do we build public trust?

- Open and honest communications to/from impacted communities; Improve regular and accessible contact with general public. Be decisive and consistent regarding your agenda and commitments.
- Rely upon and trust the many voices from these sectors to guide your problem solving approaches
- Expand the authority and decision making of a few key staff and managers to a wider circle
- Be willing to say "NO" but be ready to say why not.
- Take chances - Look for new innovative solutions to long standing problems. Don't assume old institutions and relationships are the 1st place to support/invest.

What is our greatest challenge?

- **JOBS!** Like the bumper sticker says ... "If you wanna know how (the City's) working - then ask someone who isn't!" Unemployment is up and especially amongst young adults and youth of color, the situation is explosive. ARRA and other funds should be used to intentionally generate opportunities for persons of color and other low-income job seekers. Sustainable "green" jobs offers the greatest opportunity and growth.
- **Housing** affordability and protections for renters are critical to slowing down the displacement of Seattle's low-income families. Every new development over \$1M should be required to create subsidized and workforce housing units (and create jobs for impacted community). Leverage surplus City property/resource to immediately develop more shelter and transitional housing for the homeless entering employment/training.
- **Public Safety** - All communities must feel safe. Prevention dollars are an investment in people - not just more police and certainly not more jails. The placement and uses of these (and other) prevention funds must be scrutinized for their effectiveness but in the short and long haul a more responsible approach to crime.
- November 23, 2009 Responses to Mayor---elect McGinn's 3 Questions from Parks and Open Space Advocates/Seattle Urban Forest Stakeholders/Seattle Citizens—

Cheryl Trivison

How do we build the strongest possible team?

Build a team that combines new people and a few current government employees. This allows for a certain amount of stability along with fresh ideas and energy from the new administration. All must be 'the best' at their job; trust-worthy; respect for citizens and neighborhood identity; collaborative with other governmental entities; non- territorial; get the job done [in an efficient, restorative, knowledge based and sustainable manner]; diverse community and issue leaders; facilitator and reconciler of interests among groups; long staying; and agree with and work towards stated policy objectives and values. [No "yes people", dissenters are OK]. Superintendent Timothy Gallagher was mentioned as someone to retain because he actively engages communities and is working to improve the DPR culture to be more responsive to citizens. Hire Jim Diers into your inner office team and retain Stella Chao in the Department of Neighborhoods. Do not be too nice that you cannot get rid of the "good old boy/old girl network" [e.g. Eric Friedle @ DPR].

Make policy objectives short and easily understood concepts and refer to them often—healthy children, healthy citizens, healthy environment, healthy neighborhoods = healthy city.

How do we build public trust?

Involve "us" and make it a transparent/open administration; listen, engage and feedback [responsible actions from responsible city departments]. Discuss the unpleasant: global warming, youth violence, concerns about the economy, homeless, unemployment, public health, tunnel costs, vehicular traffic brought on by large institutions and come up with real solutions to make necessary changes—e.g. an integral transportation system. Continue openness, publish what the city is doing in a general access paper, and put information online quickly. Develop a web page that allows people to track where major projects are going—meeting schedules, funding decisions, papers developed from contracted companies that inform city council decisions. Be clear about what you will, will not, and cannot do. Maintain personal availability and two way communication. Honestly, clearly and quickly give your reasons for making a decision. Reach out to the business community, unions, etc, so that these entities also know they are being heard. Teach us to understand the importance of community, public lands, clean water and green infrastructure. Protect the quality of life for all citizens. Continue to introduce your constituents to

one another so that we learn to trust one another.

What is our greatest challenge?

TRANSPORTATION--build reliable and fast public transportations to connect neighborhoods and improve our economy. Develop a variety of small scale incremental transportation modes, including water, suited to our diverse geography as opposed to silver bullet projects. Think traffic reduction. Create jobs and business growth around sustainability, green, "smart" resources. Combine these efforts with critical work in the social and environmental sectors.

Organize a city wide tree summit to assist the new Urban Forestry Commission. Make tree planting and permeable ground surface part of all transportation projects. Increase opportunities for p-patches, community gardens, urban farming, grow our children in nature. Put protections [landmark/Advisory Committees] in place for city parks, e.g. Magnuson Park. Implement a rotating "neighborhood car-free days" program.

Linh Thai and Yusuf Cabdi

How do we build the strongest possible team?

- Having a strong team of proven leaders, both new and old, who have the expertise to do the job and not as the results of political favors; there are some good managers from previous administration.
- Ensure they understand and know how to leverage departmental assets effectively and strategically to have the necessary resources, both coming into and out of the City of Seattle (state and federal).
- Building a team that believe in these objectives and values; at the same time, these key individuals must reflect the cultural diversity of our city and are more directly responsive to the community from a grassroots approach, not a top/down hierarchy.

How do we build public trust?

- Transparency, transparency, transparency.
- Accountability. Trust what the citizens tell you, not just from your staff.
- Remain accessible and holding regular town--halls to communicate with neighborhoods and youths about your ideas, concerns and problems. Empower them early in the decision making process, not just TOKEN public inputs.
- Establish a collaborative relationship with Council. Set a clear process, listen, respond, make a decision, communicate your decision and move forward. Not everyone will be happy with every decision; but each must engage immigrant communities with better and more translation services. Create/empower citizen-led advisory board at all major departments.

What is our greatest challenge?

- Maintain and strengthen basic services. Power, water, sewage, safety, transportation. Wisely utilize existing resources to stabilize the social and economic conditions, fix potholes and street lights
- **Public safety:** Re-institute the Gang Unit of SPD; but also be very clear about

- zero tolerance on police brutality. Economic alternatives.
- **Quality education** should be at the top of any agenda.
- **Economic Development:** Having a policy of responsible development with a strong emphasis on real and sustainable job creation with livable wages and affordable housing for all (ie. SHA housing should stick with housing instead of commercial development). Must be an incubator and a leader of green-technology and High-tech.

Estela Ortega

How do we build the strongest possible team?

- Hire staff from diverse communities, racial, class gender and sexual orientation diversity.
 - Hire people that are familiar with student issues. -Non-profit sector be represented as well . Staff should value the importance of diverse voices. Staff should be connected to community. Community organizing and advocacy is the base for everything that needs to be achieved. -Non-profits are a huge source of information, the mayor should stay in touch with that and not just depend on neighborhood community councils that are not diverse. Seek out people from different sectors who may not be experienced in politics. Their voice needs to be heard. Reach far and wide for individuals to sit on neighborhood associations and commissions, committees, etc. Neighborhood pages are highly accessible and multi-lingual, neighborhood e-kiosks in parks, neighborhood web cafes, invite comment on web sites and hire a staff member to keep track of no more than two neighborhood & report back digests of neighborhood sentiment. Move neighborhood city halls to non-profit organizations. Neighborhood community councils need to be representative of the community, if they are not diverse, it should be recognized that they are not a body that is all inclusive. Speak out against hate crimes and intolerance.

How do we build public trust?

- The Mayor needs to keep his campaign promises and present a plan to accomplish those promises. Monthly meetings with community members in the community, not just at the City or the neighborhood councils who are not usually representative of the greater community. Use webcasts. Tap communities of color non-profits for creative outreach. Be accountable to the public, Attend community events. Would be nice to hear the Mayor do announcements on Latino radio in Spanish will give a sense that he is present in our community . Seeking out our ideas for policy and political change. Don't claim easy victories and don't tell no lies. Measure our "happiness index" as a city, US is way down, 70th or 80th, how to improve. Resist powerful forces that seek to benefit the wealthiest over the rest of the people.

What is our greatest challenge?

- Create jobs, jobs in communities of color. Do search in Seattle to hire people instead of hiring outside of our city, county or state. Work to create diverse small businesses. Work with neighborhoods to help develop transit oriented development. Will create jobs, small

business and housing. Ensure good schools in South Seattle given the new neighborhood school boundaries. Given the economic crisis, how to maintain levels or even increase funding for social service and anti poverty programs. -Confront the crisis of poverty, everything we do relates to poverty. We don't need more cops, it's not the solution, confronting poverty is the solution. Immigration, health care, education, huge shift on how this city tackles issues. -Constant build up of emotion that leads to finger pointing, huge task of overcoming stereotypes and scape goating, example: Blaming Immigrants leads to hate crimes. Have entire Mayoral staff attend undoing racism training. Prove leadership on Confronting the crisis of militarism to save the planet. Election has left the city divided, how does Mayor unify with Mallahan supporters? Arts bring about benefits across the spectrum of human achievement from better school test scores and reduced delinquency rates to improved geriatric health. Art helps to appreciate our differences. Neighborhood gutters drains need to be cleaned, culturally appropriate mental health in neighborhoods, work at keeping people out of cars, affordable rent and healthcare. A good cost savings city provides services that should be provided by non-profits that will be more cost effective.

Christi Stapleton

How do we build the strongest possible team?

- Continue the campaign into governance – focus on management and change, not splashy initiatives. By the same token, initial staff choices should be as important as a long-range strategy for change.
- **Leadership**: provide an environment in which goals and metrics are made clear. Use a strong team versed in change and performance management and continue to lead staff to perform to and past their capacity. Hire/retain only leaders who share or can be trained to Mike's philosophy on management.
- **Open-source** – continue to engage many voices. Obama's "Common Purpose" can be implemented engage volunteers and harness the energy of existing organizations to focus on policy. This is a 501-4c and is an external policy shop that meets with mayoral staffers weekly. This allows citizens and communities to act as an extension of city hall – distributes effort and cost and solidifies Mike as the "people's candidate."
- **Composition** – staff with a mix of people (activists, business professionals, public servants, and expertise from the trenches) who all have a true bent towards action. Diversity is important, as is using existing staff for their "tribal knowledge", but a history of "getting things done" should be required.
- **Fact-based management** – avoiding the temptation to place politics above the people's work. Continue to bring diverse and opposing opinions to the table: listen, gather data, and build coalitions to gain buy-in to concrete action plans. Patterns of power are unfrozen and setting the stage for change can only happen now - via a strong change plan and replacing entrenchment and political protection with fact-based measurement of people, budgets and programs. Institute Lean/Six Sigma, Scorecards & Dashboards. Encourage and reward savings contribute by employees through an organized outreach program to encourage change from the bottom-up. Move to Zero-based budgets with a triple-bottom line twist.

- These elements create a culture of accountability to the people's work. Focus on change management creates a space in which a sense of shared purpose results in true progressive policies – policy changes are a secondary goal – lasting changes come from HOW government is run, not WHAT policies or programs were put in place. Successful management of kitchen-table issues delivers on the populist expectations created by the campaign.

How do we build public trust?

- Set S.M.A.R.T. goals – directly pathed to mission - identify the measurable levers that achieve those goals – connect that to budgets and performance measures. Be open and publish plans, along with regular updates of achievements to the public. Over-communicate and continue maximum transparency. Be open to criticism. Deliver on campaign promises – tunnel, light rail, emergency shelters. Never cover mistakes and always credit publicly for ideas that become policy. Always judge fairly and be firm in management, but set the tone that mistakes happen. Draconian retribution models create a culture of lying about performance. Continue the campaign model of town halls and launch summit meetings for key policy areas. Identify the programs that work, find synergies to combine programs to achieve multiple goals, abandon unnecessary programs, and fix the ones that don't work or don't return the value required – special interests won't be happy, but the voters will.
- Mike has to stay as personally accessible to the public as possible. It's a campaign promise – shop at Pike's Market. Show up at festivals. Personally return a call to a grandma with a pothole problem.

What is our greatest challenge?

- The economy is foremost to Seattle citizens. Focus on bread and butter issues like jobs and social services. Start green job programs that for seniors, homeless and youth. Institute small but meaningful programs that send the message that Mike cares about the people's issues – address homelessness by using people who are in the trenches to FIX problems, attend the one night count on homelessness, institute new “not yet homeless” programs to tighten the safety net, address emergency shelter for Nickelsville, expand shelter beds. Longer-term: launch a real program that focuses on housing first, with coordinated care and intensive personal case managers to structurally change the way we deal with homelessness – this will reduce costs, as well.

Chris Martin

How do we build the strongest possible team?

- Hire excellent people who broadly represent and, most importantly, know how the City works. Then organize them in a way geared for results.

How do we build public trust?

- By hiring excellent, articulate, and respected people and holding them accountable. Pick three issues and execute them. BE CANDID. If you have a change of heart be very clear about why and who and what influenced you.

What is our greatest challenge?

- The economy. Jobs. Jobs. Jobs. Empower OED to champion new businesses and jobs coming to Seattle. Be VERY candid about City budget and make the dramatic cuts that are needed now so you can move on with the remaining staff. Take some immediate business friendly steps. Maintaining human services were the second most mentioned issue.
- **Salient points:**
 1. Hold a town hall meeting at Garfield with representatives of student governments from all the High Schools?
 2. Do what WSDOT does in the pass and every east coast city does. Salt major arterials in advance of major predicted snow to send strong business message.
 3. Quite a lot of agreement with Mike's position on schools. "Take em over Bloomberg style!" Support Superintendent with bully pulpit.
 4. Make an immediate and powerful statement on Aerospace jobs.
 5. Look at jail alternatives to save costs of building new jail. – THIS DID NOT come from business community but from one person – I think it is important issue.

Dan Bertolet

How do we build the strongest possible team? How do we build public trust? What is our greatest challenge?

I'll start with question number three, because in the end it all comes down to action. But before we can act, we first must have an inspiring purpose—we must have goals. And so pulling back to the big picture view, my take is: Establishing transcendent goals is both the greatest challenge, and what must be done first out of the gate.

Setting goals is challenging because a good goal must be many things: uplifting and compelling, galvanizing and uniting, lofty, but not too lofty. A good goal can't be too vague or open to interpretation—goals must have measurable outcomes against which success can be gauged. And the best goals have broad implications and percolate out across multiple realms—they're game changers.

At a Town Hall lecture two weeks ago Alex Steffen proposed a goal for the City of Seattle: achieve carbon-neutrality by the year 2030. This is the right stuff. Of course the main objections would be that it's too aggressive, and would require too much sacrifice. But closer analysis reveals that pursuing this goal would lead to greater prosperity for all in the long run. And aiming high is better than aiming low.

Mayor Greg Nickels recently proposed another excellent goal: Seattle will become the most walkable city in the nation. The City made a laudable first step toward that end with the production of a new Pedestrian Master Plan, but unfortunately the dedication of funding for implementation has fallen far short of what is needed. The overt statement of a goal provides ammo for pedestrian advocates to keep up the pressure on electeds, but more importantly, it is what set the whole process in motion. Which is why setting goals right out of the gate is so important.

With a set of goals in place, the issue broached in question number one—building a team—becomes more focused. You bring on leaders who have demonstrated that they passionately believe in your goals. And those who don't most likely won't want to be on the team anyway. And since meaningful goals for the City almost invariably draw from multiple disciplines and city departments, the most successful team will be comprised of leaders with a strong interdisciplinary mindset, who thrive on open collaboration, who have the intellectual bravery and curiosity to learn outside their usual boundaries, and who can see the big picture. The "silos" of isolated practice within City government must be dismantled if we hope to have a shot at the challenges we face. And I would go so far as to say it calls for a dedicated team within the administration: The Silo Busters.

So that leaves question number two—what about trust? Trust takes time—it can't be rushed. Certainly the "open-source transition" will help, though real trust will only come when people see the administration act on the input they get from the public.

In the mean time, an established set of goals can help build trust. Because when people buy in to the goals, they're less likely to be suspicious of every move the administration makes. If people can see the long game, they'll be more inclined to put their trust in proposals that might otherwise seem too burdensome based only on the myopic view.

There's also a flavor of trust that people grant to bold leaders. And I would put forth that the residents of Seattle are starving for bold leadership. The immense and escalating challenges the City faces—economic, social, and environmental—are widely recognized, and the cause of not a little angst among Seattle residents. If the new Mayor can show that he recognizes these grave concerns, and that he has appropriately bold goals for how to address them, I suspect we may hear a surprisingly loud collective sigh of relief.

So what then, are the right goals for Seattle? What does Seattle want to be?

In the broadest sense, Seattle must become a sustainable city fit to thrive in the 21st Century. And it is critical to emphasize that sustainability means a better life for everyone.

I would argue that we already know the ingredients of the sustainable city we want. There are numerous existing models that demonstrate the key pieces (though none have pushed them as far as they need to go). There has been an exhaustive amount of research and an exhausting amount discussion. By now it's a familiar list to anyone who's been paying attention: affordable housing, equitable public schools, a resilient economy, green jobs, energy and resource conservation, carbon neutrality, pollution and waste reduction, compact development, a vibrant public realm, extensive transit, safe streets, efficient delivery of public services, cohesive neighborhoods, an engaged citizenry, diversity in all of its expressions, and equitable access to all the City has to offer.

All that's missing is the follow through. And that starts with a translation of what we want into an explicit, inspiring, and visionary set of goals.